

SIMPLER
FASTER
BETTER

HRD

Training & Learning Development

where learning is a state of mind



Learning is not attained by chance. It must be sought for with ardor and attended to with diligence.

—Abigail Adams

2006 *Fall ~ Winter* Course Catalog

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Human Resources Division
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Welcome

The Training and Learning Development Group is comprised of a team of training professionals who have proven expertise in helping agencies of all sizes across the Executive Branch of the Commonwealth to improve the performance of their employees. This is accomplished by offering a variety of courses that address the specific objectives of the agency and the learner. A blended approach of e-Learning, technology and instructor-led training based on best practices is used in order to meet the needs of the student. A partnership is maintained with each of the agencies within the Executive Branch that enables the design of customized learning solutions to assure effective results.

Our work focuses on the following priorities:

- **Leadership**
- **Teamwork**
- **Communication**
- **Diversity**
- **Strategic Objectives**

Our instructors have received certification from Massachusetts Commission Against Discrimination (MCAD), Developmental Dimensions International (DDI), Myers-Briggs Type Indicator (MBTI), Langevin Training, Pritchard and Associates and Interaction Associates. This highly skilled group of trainers represents over 80 years of combined experience.

General Information

Reasonable Accommodations

Students requiring reasonable accommodations (accommodations that allow people with disabilities equal access) during training delivery should indicate their need in the required field on the registration system or Agency Funded registration form. Requests for reasonable accommodations should be made no less than two weeks in advance of a course start date in order to secure the necessary accommodations. The student, supervisor or DTLO (Department Training Liaison Officer) must also notify Training and Learning Development at least three (3) business days in advance of a course start date if a student needing reasonable accommodations will not be attending a confirmed course. Your agency will be billed for incurred expenses associated with reasonable accommodation arrangements if Training and Learning Development has not been notified within the stated time.

PLEASE NOTE: The information contained in this catalog is subject to change.
For the most updated information, please go to our web site:
http://www.training.hrd.state.ma.us/registration_system/home.cfm



Registration Procedures

Pre-registration, supervisor and DTLO (Department Training Liaison Officer) approval is required for all courses. The Training and Learning Development Registration Coordinator will notify students as to the status of their registration. Please call 617-878-9827 with any questions regarding the following procedures.

On-line Registration

Students may pre-register online at:

http://www.training.hrd.state.ma.us/registration_system/home.cfm

Once an on-line registration form has been completed, the request is automatically sent via email to the student's immediate supervisor for approval. Once the supervisor has approved the class and selects the DTLO (Department Training Liaison Officer), a request for approval is automatically sent via email to the appropriate DTLO (Department Training Liaison Officer). Both the student's supervisor and their DTLO (Department Training Liaison Officer) must approve each class no later than three (3) business days prior to the start of a class. The on-line registration requires the correct e-mail address of the student's immediate supervisor. Please refer to the global e-mail listing to confirm the correct e-mail address. If you require further assistance with registration, please call our Registration Coordinator at 617-878-9827.

Off-line Registration

If the on-line registration system is not accessible, please complete the Agency Funded Registration Form found in the Reference Section of this catalog. Please obtain the approval signatures of your manager and DTLO (Department Training Liaison Officer) no later than three (3) business days prior to the start of the class and fax the completed form to 617-727-4331. If you require further assistance with registration, please call our Registration Coordinator at 617-878-9827.

Course Fees

The prices noted below are the general costs for full and half day courses. In some cases the cost of the courses vary based on the use of supplemental materials, i.e. assessment tools, surveys, evaluations, etc. Additional fees, when necessary, will be stated as part of the course description in this catalog.

Full-Day course: \$80.00

Half-Day course: \$40.00

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Class Locations

Class locations are listed in the course schedule along with the date and time of the class. Please refer to the Reference section of this catalog for the schedule and directions to specific locations.

Cancellation Policies

Student Cancellation

If a student needs to cancel his/her registration, HRD Training and Learning Development must be notified no later than three (3) business days prior to the class date. Students registering online should cancel their registration online. Students registered through Agency funding may send a substitute if necessary. The appropriate funding source will be charged for all confirmed course registrations unless appropriate notification is received prior to the class date.

In the case of an emergency, please contact the Registration Coordinator at 617-878-9827.

HRD Cancellation

In the event that HRD Training and Learning Development Group postpones a class, the Registration Coordinator will notify the student, their supervisor and the DTLO (Department Training Liaison Officer) no later than three (3) business days prior to the class.

Extreme Weather Conditions

All classes will be held as scheduled unless the Governor has instructed State employees not to report to work.

Classes scheduled in Worcester will be cancelled when the Worcester Public Schools are cancelled. Please watch for the "No School" announcements on Channel 5 or 7 or listen to the local radio station WTAG (580AM).

Custom classes at specific Departmental facilities will take place as scheduled unless the facility is closed.



Fellowship Information

Fellowship programs are available to employees of the Commonwealth through the Suffolk University Sawyer School of Management and Harvard University's John F. Kennedy School of Government.

Suffolk University offers a Fellowship Program for Excellence in Public Administration. This MPA program is designed for employees dedicated to public service and provides the means for high performing employees to pursue a program of study to enhance management and public policy skills so necessary within the Massachusetts State Government.

In addition to full tuition, the fellowship recipient will receive full salary while attending the MPA program and will maintain his/her job on a half-time basis. The fellowship recipient is expected to resume a full-time work schedule over the summer and during semester breaks. The fellowship recipient is personally responsible for the cost of books and fees.

Harvard University's Governor Robert F. Bradford Fellowship Program is designed for experienced managers who are dedicated to public service. It provides the means for a manager to pursue a program of study that will enhance critical management and policy analysis skills. In addition to full tuition for the academic year, fellowship recipients will receive full salary while attending the MPA program. The candidate is personally responsible for the cost of books and fees.

Please log on to our website at www.Mass.Gov/HRD, select Employee Programs, Fellowships to learn more about these exciting fellowship opportunities.

Tuition Remission Program

The Tuition Remission program is available to eligible state employees and their spouses. It provides partial to full remission of tuition for programs and courses taken on the employees own time at public community colleges, state colleges and state university campuses.

Please log on to our website at www.Mass.Gov/HRD, select Employee Programs, Tuition Remission to learn more about this program.


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Course Curriculum: Overview

Below is a quick overview of the curriculum. The Core Curriculum is mandatory for all employees. Other offerings include Professional Development and PC Skills classes. All are designed to provide the right content to the right people at the right time.

Core Curriculum (Mandatory for all Employees)

- Diversity Awareness in the Commonwealth
- Effective Progressive Discipline
- Employment Law/FMLA/Reasonable Accommodation
-  Ethics: Code of Conduct
- Managing Diversity in the Commonwealth
- Sexual Harassment Prevention
- Sexual Harassment Prevention for Managers and Supervisors
- Workplace/Domestic Violence Prevention

Professional Development Curriculum

- Change Management in the Workplace
- Coaching for Performance and Development
-  Conducting Internal Investigations in the Workplace
- Dealing with Difficult Behaviors in the Workplace
-  Effective Interpersonal Communication
- EPRS
- Getting Your Point Across: Strategies for Developing Effective Presentations
-  Interviewing Skills for Managers
-  Managing Multiple Generations
-  Networking and Information Interviewing for Career Development
-  Performance Management and the Appraisal Process
- Supervisory Leadership Skills for Supervisors and Managers
- Team Building: Managing Interpersonal Dynamics
- Write it Right! Strategies for Effective Business Writing

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PC Course Curriculum

PC Skills Curriculum
<ul style="list-style-type: none">• Access Introduction• Access Intermediate• Access Advanced• Excel Introduction• Excel Intermediate• Excel Advanced• Outlook 2003 Introduction• PowerPoint Introduction• Word Introduction

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Performance and Career Development Learning Tracks

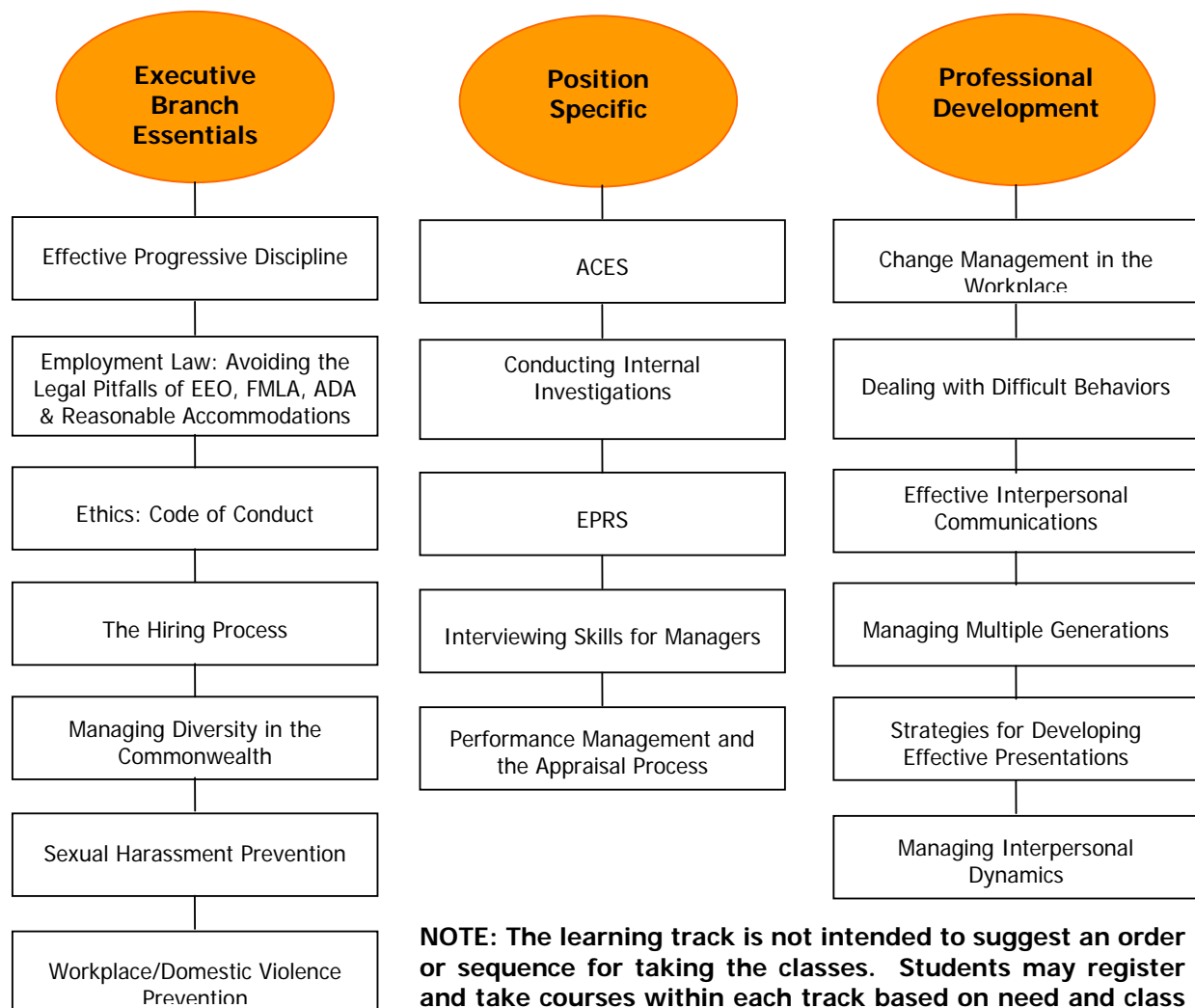
HR Professionals

This learning track has been designed to assist Executive Branch HR Professionals at all levels in their efforts to develop and further enhance their personal performance.

Essentials: Classes are designed to give HR Professionals the skills and knowledge they need to mitigate the common personal and organizational risks that are common to their position.
Participation in all classes in this track is mandatory.

Position Specific: Classes are specific to the execution of the traditional duties and responsibilities of an Executive Branch HR Professional and deliver the skills and knowledge required to be successful in that role.

Professional Development: Classes are designed to deliver content that enables the successful learner to deal effectively, efficiently, and proactively with the most complex situations, they may encounter in their role.



NOTE: The learning track is not intended to suggest an order or sequence for taking the classes. Students may register and take courses within each track based on need and class availability.

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PERFORMANCE AND CAREER DEVELOPMENT LEARNING TRACKS

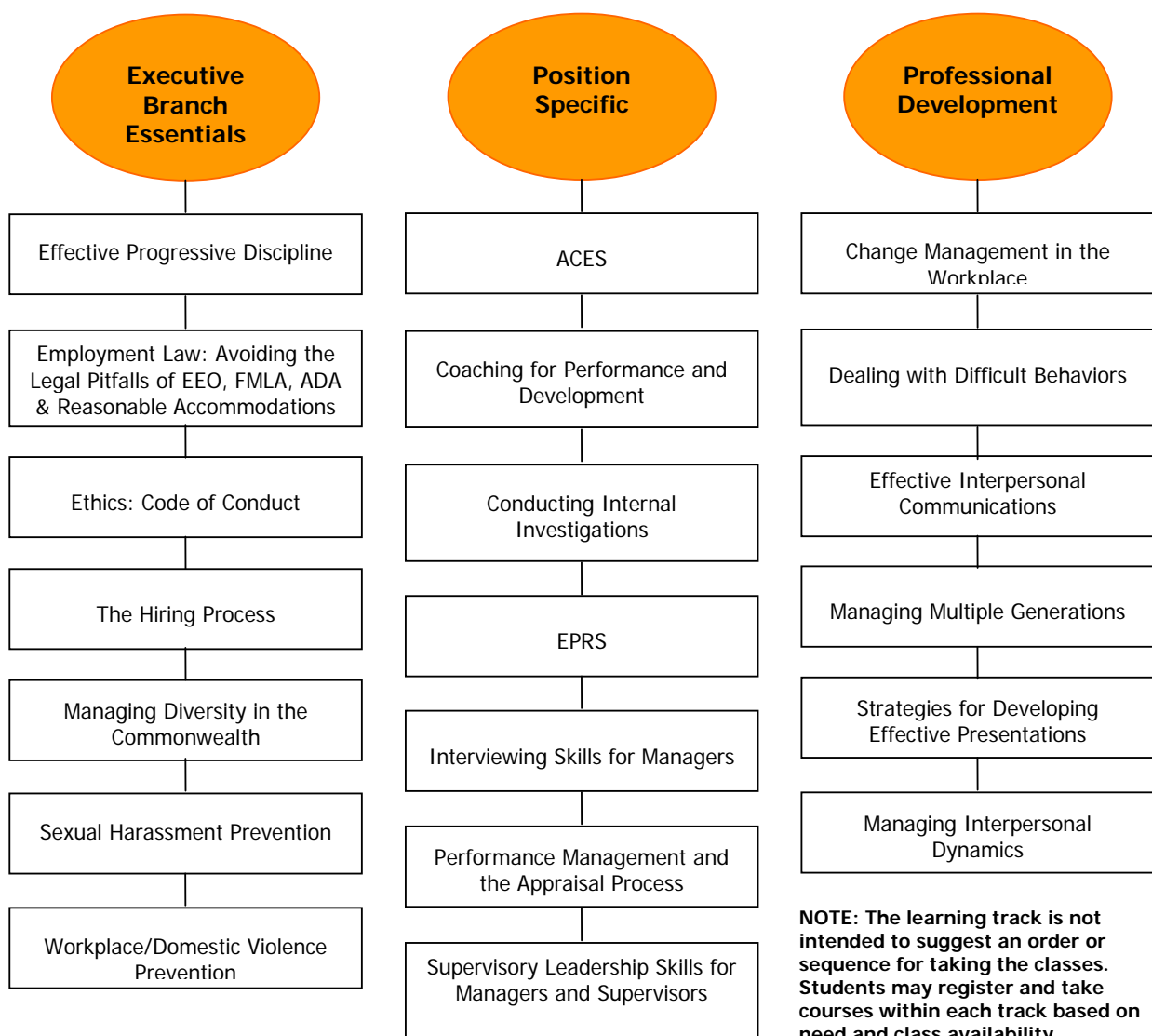
Managers

This learning track has been designed to assist Executive Branch managers at all levels in their efforts to develop and further enhance their personal performance.

Essentials: Classes are designed to give all managers the skills and knowledge they need to mitigate the common personal and organizational risks that are common to their position. ***Participation in all classes in this track is mandatory.***

Position Specific: Classes are specific to the execution of the traditional duties and responsibilities of an Executive Branch Manager and deliver the skills and knowledge required to be successful in that role.

Professional Development: Classes are designed to deliver content that enables the successful learner to deal effectively, efficiently, and proactively with the most complex situations, they may encounter in their role.



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PERFORMANCE AND CAREER DEVELOPMENT LEARNING TRACKS

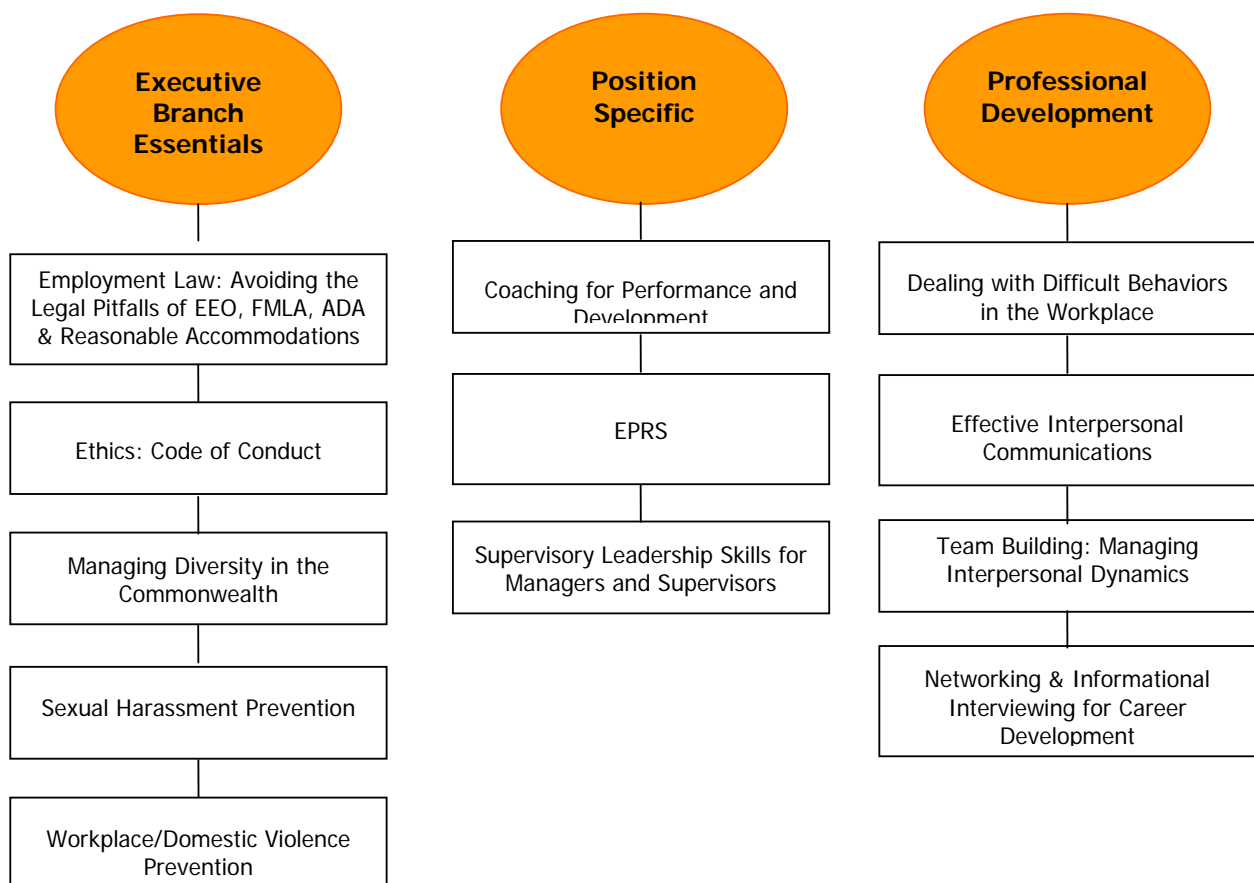
Supervisors

This learning track has been designed to assist Executive Branch supervisors in their efforts to develop and further enhance their personal performance.

Essentials: Classes are designed to give supervisors the skills and **knowledge** needed to mitigate the common personal and organizational risks that are common to their position. ***Participation in all classes in this track is mandatory.***

Position Specific: Classes are specific to the execution of the traditional duties and responsibilities of an Executive Branch Supervisor and deliver the skills and knowledge required to be successful in that role.

Professional Development: Classes are designed to deliver content that enables the successful learner to deal effectively, efficiently, and proactively with situations, they may encounter in their role.



NOTE: The learning track is not intended to suggest an order or sequence for taking the classes. Students may register and take courses within each track based on need and class availability.

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Mandatory Core Curriculum For All Employees

Diversity Awareness in the Commonwealth

In this highly interactive one-day workshop, participants will explore dimensions of workplace diversity. Specific tools will be provided to navigate the nuances of diversity. By using interactive exercises and case studies, participants will leave with an understanding of the diversity initiative of the Commonwealth; the various dimensions of workplace diversity; and some of the common sources of biases.

Target Audience: Individual Contributors

Prerequisites: None

Length of class: 1 day

Delivery Method: Instructor led

Effective Progressive Discipline in State Government

In the public sector, managers and supervisors must work within the confines of collective bargaining agreements and civil service law. This workshop will provide supervisors and managers with the knowledge and skills needed to manage effectively in the work environment. Topics include: The roles and rights of management and employees, How to manage effectively under a collective bargaining agreement, Interest-based techniques for contract administration and conflict management.

Target Audience: Managers and HR Professionals

Prerequisites: None

Length of class: 4 hours

Delivery Method: Instructor led

Employment Law/FMLA/Reasonable Accommodation

In the first half of this session, we will outline in detail all the protected categories in the Commonwealth's Employment Law statute and examine, through interactive techniques, the legal obligations of managers and supervisors in the workplace as they pertain to these categories. Particular emphasis is placed on avoiding personal and professional liability and the importance of appropriate responses when violations (or allegations of violations) occur. The second half of this session will focus on FMLA and Reasonable Accommodation (RA) protocol and procedures, what to do when an employee self-identifies a need for a RA, how to determine "reasonable-ness" and how to mitigate liability if an accommodation is not reasonable.

Target Audience: Managers and HR Professionals

Prerequisites: None

Length of class: 1 day

Delivery Method: Instructor led

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Ethics: Code of Conduct

This online training provides a summary of the key provisions of the conflict of interest law – Chapter 286 of the General Laws- and follows up with a series of questions to deepen your understanding of these provisions. It is important to note that information provided in the online training program is general in nature and is not an exhaustive review of the conflict of interest law.

Target Audience: Managers, Supervisors and Individual Contributors

Prerequisites: None

Length of class: Will vary based on learner's self-paced navigation of the course content

Delivery Method: e-Learning

Managing Diversity in the Commonwealth

In this highly interactive one and a half-day workshop, managers and supervisors will explore dimensions of workplace diversity. Specific tools will be provided to navigate the nuances of diversity. By using interactive exercises and case studies, participants will leave with an understanding of the diversity initiative of the Commonwealth; the various dimensions of managing workplace diversity; and some of the common sources of biases.

Target Audience: Managers and Supervisors

Prerequisites: None

Length of class: 1.5 days

Delivery Method: Instructor led

Sexual Harassment Prevention

Employees will learn the definition of sexual harassment in the Commonwealth; how to recognize sexual harassment as it is happening and what to do about it when it occurs in their work environment. They will also learn their rights and responsibilities around sexual harassment issues in employment, who enforces the law, what the protocol is for reporting in their work environment and their rights and responsibilities if they are involved in a sexual harassment investigation in the workplace.

Target Audience: Individual Contributors

Prerequisites: None

Length of class: 2 hours

Delivery Method: Instructor led

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Sexual Harassment Prevention for Managers and Supervisors

Managers and supervisors will learn the definition of sexual harassment in the Commonwealth; how to recognize sexual harassment as it is happening and what to do about it when it occurs in their work environment. They will also learn their rights and responsibilities around sexual harassment issues in employment, who enforces the law, what the protocol is for reporting in their work environment and their rights and responsibilities if they are involved in a sexual harassment investigation in the workplace. This class will also review rights and obligations under Massachusetts's law on reporting sexual harassment incidents in the workplace.

Target Audience: Managers and Supervisors

Prerequisites: None

Length of class: 4 hours

Delivery Method: Instructor led

Workplace/Domestic Violence Prevention

This course, established through the Governor's Executive Orders #398 and 442, provides senior executives and managers with a basic overview of information and strategies that can be used to minimize potential workplace and domestic violence. Participants will learn how to recognize a range of behaviors that may constitute the warning signs of workplace violence by an employee/client and or customer and how to correctly identify behaviors that indicate domestic violence and workplace violence and what action to take in accordance with state policies and procedures. This class is one component of an overall agency response to workplace violence prevention, including the development of written policies, protocols, reporting procedures and the utilization of a Workplace Violence Committee.

Target Audience: Managers and Supervisors

Prerequisites: Participants must be in agencies that have completed Workplace Violence Prevention training through the Human Resources Division during FY 2003, 2004, and 2005. Agencies are expected to have an updated policy and an established Workplace Safety Team.

Length of class: 5 hours

Delivery Method: Instructor led



Professional Development Classes

Change Management in the Workplace

This results-oriented course is designed to equip participants with the tools they need to manage the critical priorities during change--communication, productivity, and resistance.

Target Audience: Managers, Supervisors and Individual Contributors

Prerequisites: None

Length of class: 1 day

Delivery Method: Instructor led

Coaching for Performance and Development

Coaching is a goal-oriented, results-focused professional alliance between a manager and an employee that helps employees close the gap between their current performance and their desired performance level. Coaching involves, observing, analyzing, demonstrating, giving feedback, and most important, building alliances. Coaching addresses where an employee is now, and where they need and/or want to be.

Target Audience: Managers and Supervisors

Prerequisites: 1 or more direct reports

Length of class: 1 day

Delivery Method: Instructor led



Conducting Internal Investigations in the Workplace

This class reviews the legal foundations of an internal investigation as a result of a complaint of discrimination and/or harassment filed in the workplace. We outline MA G.L. 151B, review internal policies and legal standards of proof through case studies, vignettes, exercises and handouts. We also discuss investigator roles, maintaining neutrality, legal concerns, how to plan an investigation and practice interviewing skills in a mock investigation. Depending on the trajectory of the class, we may also discuss achieving early resolution, writing the report, and making determinations and recommendations.

Target Audience: Highly recommended for Human Resource professionals.

Managers and Supervisors

Prerequisites: None

Length of class: 1 day

Delivery Method: Instructor led

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Dealing with Difficult Behaviors in the Workplace

This interactive workshop provides participants with strategies and skills to effectively deal with difficult behaviors in the workplace. Participants will learn how they can apply their own knowledge, resources and communication skills to deal with various types of difficult situations; how to use different types of influence; to set and maintain personal and professional boundaries and how to constructively deal with specific difficult behaviors.

Target Audience: Managers, Supervisors and Individual Contributors

Prerequisites: None

Length of class: 1 day

Delivery Method: Instructor led



Effective Interpersonal Communication

Effective communication is a two-way street but often it feels like we're each going only one way. Communicating in the workplace can often be described as miscommunication. Everyone recognizes the need for good communication in order to get work done efficiently, accurately and on time. This one-day class will introduce learners to a comprehensive communications model that uses six specific communication tactics as well as effective listening skills and a format for a structured conversation.

Target Audience: Managers, Supervisors and Individual Contributors

Prerequisites: None

Length of class: 1 day

Delivery Method: Instructor led

EPRS

The Employee Performance Review System (EPRS) is the Commonwealth's performance planning and appraisal program for collective bargaining unit employees. During the EPRS cycle, managers and supervisors plan and establish the employee's performance goals, evaluate and assess the employee's performance effectiveness and develop the employee's professional skills.

Target Audience: New Managers and Supervisors

Prerequisites: None

Length of class: ½ day

Delivery Method: Instructor led

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Getting Your Point Across: Strategies for Developing Effective Presentations

This workshop focuses on the fundamentals of effective delivery. Through interactive exercises, participants learn strategies for delivering a strong, clear message, whether to a single listener or an audience of hundreds. Topics include body language, eye contact, vocal projection, nervousness, and confidence.

Target Audience: Managers, Supervisors and Individual Contributors

Prerequisites: None

Length of class: 1 day

Delivery Method: Instructor led



Interviewing Skills for Managers

Have you ever hired someone who interviewed well, but proved to be a disappointing performer? Ever wish you could predict a job candidate's performance before making a hiring decision? Participants in this class will be introduced to an interview technique known as Behavioral Interviewing. By using this technique, you will be able to hire the right candidates and avoid the outcomes of mis-hires including low employee morale, poor productivity, lost customers, and reduced profit margins.

Target Audience: Managers and Supervisors

Prerequisites: None

Length of class: 1 day

Delivery Method: Instructor led



Managing Multiple Generations

For the first time in American history, four generations are in the workplace simultaneously. Each generation brings diverse perspectives, values, needs and expectations to the workplace. Learning to blend these distinctive creative energies and accommodate the different working styles will create dynamic teams. This class will increase your knowledge and understanding of the four generations; identify each generation's core values, work ethics, motivations, job satisfaction indicators, and career expectations so we can all work more effectively together.

Target Audience: Managers and Supervisors

Prerequisites: None

Length of class: 1 day

Delivery Method: Instructor led

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Networking and Information Interviewing for Career Development

Are you in a work situation that is challenging and motivating? Or, have you outgrown your current position with the Commonwealth and would like to find something new and different here? Career Development is an on-going process for everyone. One way to learn about other avenues of employment in the Commonwealth is to network. An integral part of networking is conducting an Information Interview. Networking puts you in touch with others. Information Interviewing involves talking with people who are currently working in the field to gain a better understanding of an occupation or industry -- and to build a network of contacts in that field. Participants will learn the how and why of networking, the various types of networking and the steps necessary to conduct successful information interview.

Target Audience: Managers, Supervisors and Individual Contributors

Prerequisites: None

Length of class: 3 hours

Delivery Method: Instructor led



Performance Management and the Appraisal Process

This interactive, one day class is designed to equip the learner with the tools, techniques and strategies needed to manage the performance of others more effectively. The context provided is that of the Commonwealth's Management Appraisal Process but the tools would be appropriate for performance management in any environment.

Target Audience: Managers and Supervisors responsible for managing the performance of

others and conducting evaluative appraisals of that performance

Prerequisites: None

Length of class: 1 day

Delivery Method: Instructor led

Supervisory Leadership Skills

This workshop is designed to prepare new supervisors and managers make a smooth transition from staff member to leader. Participants will learn practical tools to prepare them to effectively plan, organize, communicate, delegate, motivate and monitor in their new role as leader.

A **Learning Contract** will be sent to each student at the time of registration. This contract provides both the student and his/her supervisor with helpful ideas of how to utilize the knowledge gained during and after the class most effectively. This signed document must be returned to Training and Learning Development (TLD) three (3) business days prior to the start of the class. It represents a commitment to learning and growth for both the supervisor and the student. No student will be allowed to attend the class without this signed contract.

Target Audience: New managers and supervisors

Prerequisites: A signed Learning Contract received by TLD at least three (3) business days prior to the start of the class.

Length of class: 3 days

Delivery Method: Instructor led

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Team Building: Managing Interpersonal Dynamics

Understanding our individual communication style and how it compares to others can lead to better communication, more productivity, increased employee satisfaction and ultimately better bottom-line results. Through various class experiences, participants will gain an increased understanding of themselves, their preferences, strengths, weaknesses and behaviors. During the class, participants will complete a Social Styles personal self-survey. There is an additional \$45 materials fee for this class.

Target Audience: Managers, Supervisors and Individual Contributors.
This is especially useful for intact work groups or teams.

Prerequisites: None

Length of class: 1 day

Delivery Method: Instructor led

Write it Right! Strategies for Effective Business Writing

Participants in this workshop will develop essential skills to craft the most common types of written business communications; to write in a clear, concise style; and to avoid common grammatical mistakes. Class exercises will reinforce key concepts and ensure an active learning environment.

Target Audience: Individual Contributor

Prerequisites: None

Length of class: 1 day

Delivery Method: Instructor led

CUSTOMIZED CLASSES

All of the classes listed above may be customized to meet the specific needs of your agency. Please contact our Registration Coordinator at 617-878-9827 for additional information.



PC Skills Classes

Access Introduction

Participants will learn how to create and use database objects, including tables, queries, forms, and reports. Upon completion of the course, participants will be able to: understand database concepts and terminology in Access 2000; design and create basic tables; enter and manipulate data in tables; use Access queries to select and analyze information in a table; create data forms for viewing and inputting data; create reports that summarize and group data and perform database maintenance procedures.

Target Audience: Individual Contributor

Prerequisites: Basic Computer Skills with a knowledge of Windows

Length of class: 1 day

Delivery Method: Instructor led

Access Intermediate

In this hands-on course, participants learn how to take the guesswork out of creating databases by using data-normalization techniques; how to take advantage of relational database efficiency to maintain data by establishing relationships and enforcing referential integrity and how to save data entry time by using sound table design techniques to control data entry and automate tasks. They will also become familiar with Access features that will enable them to customize forms and reports, to share data over an intranet or the Internet by creating and using data access pages.

Target Audience: Individual Contributors

Prerequisites: Access Introduction

Length of class: 1 day

Delivery Method: Instructor led

Access Advanced

Participants will be introduced to the advanced techniques of Access: analyzing data by creating complex queries, making forms and reports more efficient, and creating macros to speed repetitive tasks. Students will also be introduced to Internet-related Access tools.

Target Audience: Individual Contributors

Prerequisites: Access Intermediate

Length of class: 1 day

Delivery Method: Instructor led

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Excel Introduction

Participants will learn how to use an electronic spreadsheet to create basic data reports. Upon completion of this course, you will be able to: identify the advantages of electronic spreadsheets and the disadvantages of paper spreadsheets by exploring both; create a basic worksheet by entering text, values, and formulas; create formulas by using Excel's built-in functions; move and copy data by using shortcut menus, drag-and-drop editing, and toolbar buttons; change the appearance of worksheet data by using a variety of formatting techniques; prepare a document for printing by using the spell checking feature and a variety of printing options; and use the three-dimensional aspect of the Excel workbook environment by creating formulas that refer to cells on multiple worksheets.

Target Audience: Individual Contributor

Prerequisites: Basic Computer Skills with a knowledge of Windows

Length of class: 1 day

Delivery Method: Instructor led

Excel Intermediate

Participants will learn how to represent data graphically, and maintain and manage lists. Participants will get the most out of this course if they want to learn the skills and concepts necessary to begin using the charting and list-management capabilities of Excel 2000, or if they need to create charts to graphically represent worksheet data or to maintain and manage lists at their workplace.

Target Audience: Individual Contributor

Prerequisites: Excel Introduction or a basic knowledge of the concepts involved in using Excel 2000. For example, you should be familiar with data types (text, numbers, and formulas) and the use of the menu system for copying data and for opening and saving files.
Basic Computer Skills with knowledge of Windows

Length of class: 1 day

Delivery Method: Instructor led

Excel Advanced

In this hands-on class, participants will learn to customize toolbars, create styles and templates, create decision-making functions, analyze worksheet data by creating Pivot Tables, compare and contrast workbook files, link files, outline and consolidate worksheets, analyze worksheet data by using the Scenario Manager, protect data by locking cells and record and modify macros using the Visual Basic Editor.

Target Audience: Individual Contributor

Prerequisites: Excel Intermediate

Length of class: 1 day

Delivery Method: Instructor led

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Outlook 2003 Introduction

This course will provide you with the skills needed to start sending and responding to email in Microsoft Outlook® 2003, as well as maintaining your Calendar, scheduling meetings, and working with tasks and notes. This course will also provide you with the necessary skills to customize your Outlook environment, your calendar, and your mail messages so that they meet your specific needs. You will also learn how to track, share, assign, and quickly locate various Outlook items.

Target Audience: Individual Contributor
Prerequisites: Basic Computer Skills with a knowledge of Windows
Length of class: 1 day
Delivery Method: Instructor led

PowerPoint Introduction

PowerPoint is a powerful tool to use when making presentations to any size group. It assists the presenter to stay on topic and clearly present a variety of information in a clear and concise manner. Students attending this class will learn the basic skills necessary to begin effectively creating slide presentations.

Target Audience: Individual Contributor
Prerequisites: Basic Computer Skills with a knowledge of Windows 95, Windows 98; or Windows NT 4.0
Length of class: 1 day
Delivery Method: Instructor led

Word Introduction

Participants will learn the basic skills of creating, editing and saving documents. In addition, students will learn to use character and paragraph formatting, opening an existing document, editing techniques such as moving and copying text within a document and between documents, creating and using tabs, tables, headers, footers and page breaks and proofing tools such as the spell checker and the thesaurus.

Target Audience: Individual Contributor
Prerequisites: Basic Computer Skills with a knowledge of Windows
Length of class: 1 day
Delivery Method: Instructor led



REFERENCE MATERIALS

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Course Schedules

Mandatory Core Curriculum			
September 2006			
COURSE	LOCATION AND DATE		TIME
	Boston	Worcester	
Diversity Awareness in the Commonwealth	9/28	*	9:00-4:00
Effective Progressive Discipline	9/21	*	9:00-1:00
Employment Law/FMLA/Reasonable Accommodation	9/13	9/19	9:30-4:00
Ethics: Code of Conduct	e-Learning		
Sexual Harassment Prevention	9/14	*	1:00-3:00
Sexual Harassment Prevention for Managers and Supervisors	9/20	9/12	9:30-1:30
Workplace/Domestic Violence Prevention	Custom classes are scheduled by agency		

* Please call 617-878-9827 for additional information.

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Mandatory Core Curriculum		
October 2006		
COURSE	LOCATION AND DATE	TIME
	Boston	
Diversity Awareness in the Commonwealth	10/26	9:00-4:00
Effective Progressive Discipline	10/11	9:00-1:00
Employment Law/FMLA/Reasonable Accommodation	10/5	9:00-4:00
Ethics: Code of Conduct	e-Learning	
Sexual Harassment Prevention for Managers and Supervisors	10/4	9:00-1:00
Workplace/Domestic Violence Prevention	Custom classes are scheduled by agency	

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Mandatory Core Curriculum			
November 2006			
COURSE	LOCATION AND DATE		TIME
	Boston	Worcester	
Diversity Awareness in the Commonwealth	11/29	*	9:00-4:00
Ethics: Code of Conduct	e-Learning		
Effective Progressive Discipline	11/14	*	9:00-1:00
Employment Law/FMLA/Reasonable Accommodation	*	11/15	9:30-4:00
Sexual Harassment Prevention	*	11/7	10:00-12:00 OR 1:00-3:00
Sexual Harassment Prevention for Managers and Supervisors	11/1	*	9:00-1:00
Workplace/Domestic Violence Prevention	Custom classes are scheduled by agency		

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Mandatory Core Curriculum		
December 2006		
COURSE	LOCATION AND DATE	TIME
	Boston	
Effective Progressive Discipline	12/14	9:00-1:00
Employment Law/FMLA/Reasonable Accommodation	12/6	9:00-4:00
Ethics: Code of Conduct	e-Learning	
Managing Diversity in the Commonwealth	12/12	9:30-1:00
Sexual Harassment Prevention	12/13	9:30-11:30 OR 1:00-3:00
Sexual Harassment Prevention for Managers and Supervisors	12/5	9:00-1:00
Workplace/Domestic Violence Prevention	Custom classes are scheduled by agency	

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Professional Development Curriculum			
September 2006			
COURSE	LOCATION AND DATE		TIME
	Boston	Worcester	
Change Management in the Workplace	9/21	*	9:00-4:30
Dealing with Difficult Behaviors in the Workplace	9/13	*	9:00-4:30
Effective Interpersonal Communication	9/14	9/21	9:00-4:30
Getting Your Point Across: Strategies for Developing Effective Presentations	9/26	*	9:00-4:00
Interviewing Skills for Managers	9/20	*	9:00-4:30
Managing Multiple Generations	9/27	*	9:00-4:30
Networking and Information Interviewing for Career Development	9/26	*	9:00-4:30
Performance Management and the Appraisal Process	9/12	*	9:00-4:30
Supervisory Leadership Skills for Supervisors and Managers	9/19, 10/3, 10/17	9/28, 10/12, 11/2	9:00-4:30

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Professional Development Curriculum			
October 2006			
COURSE	LOCATION AND DATE		TIME
	Boston	Worcester	
Change Management in the Workplace	*	10/19	9:00-4:30
Coaching for Performance and Development	10/26	*	9:00-4:30
Conducting Internal Investigations in the Workplace	10/18	*	9:00-4:00
EPRS	10/10	*	9:00-12:00
	10/31		9:00-12:00
Interviewing Skills for Managers	10/4	*	9:00-4:30
Managing Multiple Generations	10/24	*	9:00-4:30
Networking and Information Interviewing for Career Development	*	10/26	9:00-4:30
Team Building: Managing Interpersonal Dynamics	10/5	*	9:00-4:30

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Professional Development Curriculum			
November 2006			
COURSE	LOCATION AND DATE		TIME
	Boston	Worcester	
Change Management in the Workplace	11/28	*	9:00-4:30
Coaching for Performance and Development	*	11/21	9:00-4:30
Dealing with Difficult Behaviors in the Workplace	11/21	*	9:00-4:30
EPRS	11/15	*	1:00-4:00
	11/16		9:00-12:00
	11/30		9:00-12:00
Getting Your Point Across: Strategies for Developing Effective Presentations	11/16	*	9:00-4:00
Interviewing Skills for Managers	11/1	*	9:00-4:30
Networking and Information Interviewing for Career Development	11/9	*	9:00-4:30
Performance Management and the Appraisal Process	*	11/14	9:00-4:30
Supervisory Leadership Skills for Supervisors and Managers	11/7, 11/8, 11/9	*	9:00-4:30

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Professional Development Curriculum			
December 2006			
COURSE	LOCATION AND DATE		TIME
	Boston	Worcester	
Change Management in the Workplace	12/19	*	9:00-4:30
Coaching for Performance and Development	12/14	*	9:00-4:30
Dealing with Difficult Behaviors in the Workplace	*	12/5	9:00-4:30
Effective Interpersonal Communication	12/13	*	9:00-4:30
EPRS	12/6	*	9:00-12:00 OR 1:00-4:00
Interviewing Skills for Managers	12/12	*	9:00-4:30
Managing Multiple Generations	*	12/7	9:00-4:30
Networking and Information Interviewing for Career Development	12/20	*	9:00-4:30
Team Building: Managing Interpersonal Dynamics	12/7	*	9:00-4:30

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PC Skills Curriculum			
September 2006			
COURSE	LOCATION AND DATE		TIME
	Boston	Worcester	
Access Introduction			
Access Intermediate			
Access Advanced			
Excel Introduction	9/12		9:30-4:00
Excel Intermediate	9/19		9:30-4:00
Excel Advanced	9/26		9:30-4:00
Outlook 2003 Introduction			
PowerPoint Introduction			
Word Introduction			

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PC Skills Curriculum			
October 2006			
COURSE	LOCATION AND DATE		TIME
	Boston	Worcester	
Access Introduction	10/17, 10/24		9:30-4:00
Access Intermediate	10/31		9:30-4:00
Access Advanced			
Excel Introduction			
Excel Intermediate			
Excel Advanced			
Outlook 2003 Introduction			
PowerPoint Introduction	10/3		9:30-4:00
Word Introduction			

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PC Skills Curriculum			
November 2006			
COURSE	LOCATION AND DATE		TIME
	Boston	Worcester	
Access Introduction			
Access Intermediate			
Access Advanced	11/7		9:30-4:00
Excel Introduction	11/28		9:30-4:00
Excel Intermediate			
Excel Advanced			
Outlook 2003 Introduction			
PowerPoint Introduction	11/14		9:30-4:00
Word Introduction			

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PC Skills Curriculum			
December 2006			
COURSE	LOCATION AND DATE		TIME
	Boston	Worcester	
Access Introduction			
Access Intermediate			
Access Advanced			
Excel Introduction			
Excel Intermediate	12/5		9:30-4:00
Excel Advanced	12/12		9:30-4:00
Outlook 2003 Introduction			
PowerPoint Introduction			
Word Introduction			

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Directions to Training Locations

The McCormack State Office Building ONE ASHBURTON PLACE BOSTON, MA

The central training site at One Ashburton Place, Boston, has four training classrooms: two PC labs containing state-of-the-art equipment; a distance learning classroom and a large traditional classroom. The PC classrooms are located in room 316 on the 3rd floor and on the 10th floor in Room 1002. The two professional development classrooms are the Charles River Room and the Video Conference Room, which are both located on the 10th floor in room 1002.

By Public Transportation

Take the MBTA to Park Street. Walk up Park Street towards the State House.
Turn right onto Beacon Street.
Turn left onto Bowdoin Street.
Ashburton Place is one block down on the right.

By car from the South

Take 93 North to Exit 23, Government Center
Turn slight left towards Faneuil Hall, Financial District, and Aquarium
Turn slight right onto North Street
Turn left onto Congress Street
Turn right onto State Street. State Street becomes Court Street.
Turn left onto Tremont Street.
Turn right onto Beacon Street.
From Beacon, turn right on Somerset Street and then left onto Ashburton Place.

By car from the North

Take 93 South to Exit 24B-A toward Rt. 1A North, Government Center, Airport
Take Exit 24A towards Government Center
Turn left onto Surface Road
Turn right onto State Street. State Street becomes Court Street.
Turn left onto Tremont Street.
Turn right onto Beacon Street.
From Beacon, turn right on Somerset Street and then left onto Ashburton Place.

Parking in Boston is available at a substantial daily rate at the Somerset Street Garage, the Boston Common Garage, the Government Center Garage and the Cambridge Street Garage.

The HRD Training and Learning Development offices are located in Room 201 in the McCormack Building, Boston, MA.

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The Saltonstall Building 100 CAMBRIDGE STREET BOSTON, MA

By Public Transportation

Take the MBTA to Government Center.
Cross Cambridge Street towards CVS and 2 Center Plaza. Turn right and walk down Cambridge Street towards the Massachusetts General Hospital. 100 Cambridge Street will be on the left.
Take the escalator up to the 2nd floor.
The entrance to the Saltonstall Building will be on your left. You will have to check in with security to gain access into the building.

By car from the South

Take 93 North to Exit 26, Route 3 North towards Storrow Drive.
Bear left to take the ramp towards Route 28 N/Leverett Circle/North Station.
Turn left onto Martha Road. Martha Road becomes Lomasney Way.
Bear right onto Staniford Street.
Turn left onto Cambridge Street. 100 Cambridge Street will be on your right.

By car from the North

Take 93 South to Exit 26, Route 3 North towards Storrow Drive/North Station.
Take Exit 24A towards Government Center
Turn right onto Nashua Street.
Turn left onto Lomasney Way.
Bear right onto Staniford Street.
Turn left onto Cambridge Street. 100 Cambridge Street will be on your right

Parking in Boston is available at a substantial daily fee at the Somerset Street Garage, the Boston Common Garage and the Cambridge Street Garage.



Worcester State Hospital
305 BELMONT STREET
WORCESTER, MA 01604
(508) 368-3838

From Boston

Take the Massachusetts Turnpike, Route 90, West to exit 11A, Route 495. Take Route 495 to Route 9 West towards Westboro – Worcester. Route 9 is the first exit off of Route 495. Follow Route 9 West through Shrewsbury, passing SPAGS and crossing Lake Quinsigamond. You are now in Worcester. Follow Route 9 West straight up the hill through 4 sets of lights. Worcester State Hospital will be on your right, across from Piccadilly Plaza.

From Western Massachusetts

Take the Massachusetts Turnpike, Route 90, West to Exit 10, Auburn. Follow signs to Route 290 East towards Worcester. Take Exit 17, which is Route 9 Leicester-Westboro/Belmont Street. Follow for approximately 1½ miles. The entrance to the State Hospital will be on your left across from Piccadilly Plaza

From the South (Connecticut/Webster Area)

Take Route 395 North to Auburn. It will merge with Route 290 East. Follow Route 290 East to Exit 17, Leicester-Westboro/Route 9. Turn right onto Route 9 at the lights at the top of the exit ramp. This is Belmont Street. Follow approximately 1½ miles. The entrance to the State Hospital will be on your left across from Piccadilly Plaza.

From the North (Lowell, Lawrence, New Hampshire Area)

Take Route 495 South to Route 290 West. Take Route 290 West to Exit 22, Lincoln Street/Worcester/Shrewsbury. Turn right off of the exit ramp and follow to the second set of lights. The Amory will be on your left. Turn left at the lights onto Plantation Street. Stay on Plantation Street to the first stoplight. You will pass the University of Massachusetts Medical Center on your left and Worcester Biotech Park on your right. Turn right at the stoplight onto Belmont Street/Route 9. Follow straight through one set of lights. The entrance to the State Hospital will be on your right across from Piccadilly Plaza.

From the Fitchburg Area

Take Route 190-South toward Worcester. At the merge of Routes 190 and 290, take 290 East to the Plantation Street exit. At the bottom of the ramp, turn right onto Plantation Street. Stay on Plantation Street to the stoplight. You will pass the University of Massachusetts Medical Center on your left and the Worcester Biotech Park on your right. Turn right at the stop light onto Belmont Street (Route 9). Go straight up the hill through the light. The entrance to the State Hospital will be on the right across from Piccadilly Plaza.



Agency Funded Registration Form

THE COMMONWEALTH OF MASSACHUSETTS - **HUMAN RESOURCES DIVISION**
ONE ASHBURTON PLACE, BOSTON, MA 02108

HRD WILL NOT PROCESS REGISTRATIONS WITHOUT REQUIRED (*) INFORMATION.

Participant Information	
*Select one:	State Employee Non-State Employee
*Name: (Please Print Clearly)	
*Employee ID: (For Commonwealth Employees, Employee ID appears on Pay Advice. For municipal and non-profit registrants, an ID number will be assigned.)	
*Email Address: (For Commonwealth Employees, use the address found in the Global E-mail Address List.)	
Department:	
Telephone:	Ext:
Course Information	
Course Name	
Course Location:	
Course Start Date:	Course Fee:
Reasonable Accommodations (Specify)	
Signatures/E-mail Addresses (Required or form will be returned. Please print clearly.)	
*Supervisor Name:	
*Supervisor Signature:	
*Supervisor e-mail address: (For Commonwealth Employees, use the address found in the Global E-mail Address List.)	
Telephone:	Ext:
DTLO Information	
Submit completed form to your Department Training Liaison Officer (DTLO). Important: All registrations MUST include a valid Pay Org number for the agency. For all others, please indicate the number of the check sent for payment.	
*Pay Org (State employees):	
*DTLO Name:	
*DTLO e-mail address: (Commonwealth employees, use the address found in the Global E-mail address list.)	
*DTLO Signature:	
Send or fax completed form to: Registration Coordinator, Human Resources Division - Training & Learning Development One Ashburton Place, Room 201 Boston, MA 02108 Fax: 617-727-4331 Contact Training & Learning Development Registration Coordinator at: (617) 878-9827	

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Learning Contract for Supervisory Leadership Skills Class

Meeting with Your Manager

Consider the learning outcomes you want to achieve by participating in the three day Supervisory Leadership Skills class. Identify three personal learning objectives and enter them in the space below. Then, discuss the commitments that follow in a meeting with your manager. Please note that both you and your manager must sign this contract.

Personal Learning Objectives:

- 1.
- 2.
- 3.

Before the Learning Begins

Commitment of the Learner

- Meet with your manager to set personal learning objectives.
- Discuss how your unit will function in your absence.

Commitment of the Manager

- Meet with the learner to set their personal learning objectives.
- Link the personal learning objectives to the learner's developmental needs and to the goals of your area.
- Discuss how the work unit will function in his/her absence.

During the Learning

Commitment of the Learner

- Actively participate in the classroom.
 - Build a network with other participants and guests.
 - Share your experience, ideas, and strategies.
 - Learn from others; keep an open mind.
- Commit appropriate time and involvement to Learning Activity group work.
 - Be an equal partner in the group's work.
 - Support the efforts of other group members to learn.

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Learning Contract (continued)

During the Learning (continued)

Commitment of the Manager

- Cover learner absence.
 - Arrange for someone to cover the learner's job while in class.
 - Avoid calling/contacting the learner while in class.
 - Identify ways of delegating/completing significant portions of the learner's work so it is handled in the learner's absence.
- As needed, provide support for learning activities that may take place outside the classroom.
 - Ensure time is available for meeting (virtually or live) with your learner and others.
 - Provide advice and resources as needed.

After the Learning

Commitment of the Learner

- Apply your learning back on the job.
 - Use the skills and tools back on the job.
 - Teach your manager and others the key ideas and skills you have learned.
- Commit to change and continuous improvement.
 - Identify, in an action plan, the new behaviors you will demonstrate.
 - Assess the potential personal and organizational barriers and how you will overcome them.
 - Share your goals and plans with your manager. Ask your manager for help in achieving them.

Commitment of the Manager

- Commit to change and continuous improvement.
 - Discuss the learner's actions with him or her.
 - Assess the potential personal and organizational barriers and how you can help the learner overcome them.
 - Identify how you can help the learner's success and make a commitment to him or her.

Commitment to the Contract

Please sign below in recognition of your commitment to the learning contract.

Learner

Manager

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Career Development Action Plan

Career Development is an on-going process for everyone. This worksheet is a tool for you to use to in thinking about your career direction. The categories listed are information you will need when thinking about a career move. Complete each section honestly. When thinking about your ideal job, reflect on what you like/dislike about your current job and go from there. Most importantly, recognize the gaps you may need to fill before you are ready for that "ideal job" and complete the steps you need to take to bridge those gaps and move in the direction you want your career to take. Good Luck!

My current abilities are:

- _____
- _____
- _____
- _____

The knowledge I will bring to a new position:

- _____
- _____
- _____
- _____

Describe your Ideal Job:

- _____
- _____
- _____



To Bridge the Gap between my skills and knowledge and my ideal job, I will:

- _____
- _____
- _____
- _____

My Goals in the coming year are:

- _____
- _____
- _____
- _____